

Teaching guide

IDENTIFICATION DETAILS

Degree:	Gastronomy		
Field of Knowledge:	Science		
Faculty/School:	Legal and Business Science		
Course:	HUMAN RESOURCE MANAGEMENT		
Type:	Compulsory	ECTS credits:	6
Year:	3	Code:	1458
Teaching period:	Fifth semester		
Area:	Hotel and restaurant administration		
Module:	Discipline		
Teaching type:	Classroom-based		
Language:	English		
Total number of student study hours:	150		

Teaching staff	E-mail
Rogelio Iglesias Rodríguez	rogelio.iglesias@yum.com

SUBJECT DESCRIPTION

What do the most successful companies do? Recruit, motivate and retain the most talented people.

Think about an innovative product, service or strategy that has changed the market and has been a real success. Be sure that you will always find the right person or the right group of people behind it. This is the "Human Factor".

The "Human Factor" makes the difference, in fact, the "Human Factor" is the focus point of the most successful organizations. This "Human Factor" is alive and demands a positive environment, the right culture and values, professional and personal development, a competitive compensation, a work-life balance...

The "Human Factor" is the strongest responsibility of the Human Resources Department. Fortunately, during the course of the last few years this mentality is present in most of the areas of multiple organizations and is a mandatory skill necessary for the true leaders of the XXI century.

Are you ready for the challenge?

We will study all the areas of HR: Recruitment, Training, Development, Compensation... in order to help you understand how companies work and what are the most innovative techniques that you can implement in your own company.

One of biggest objectives of the subject is to learn these techniques with a practical exercises where the students are going to play the key role of the classes.

We will analyze documents, articles and the most innovative trends of the companies of the XXI century in order to understand what are the objetives of the companies and how to align these with the employee needs and motivations.

Appart from these objetives, we will work in un personal skills in order to realize what are our strong points and how we can develop them for making a bigger impact in our reallionships in the job enviroment.

GOAL

We are going to analyse different techniques and procedures, but we will focus on the most innovative aspects. The objective is to understand the differences between how a modern and traditional organization work. We will understand how these techniques have a direct impact in the motivation of the employees and how this motivation is linked with company results.

In our analysis we will uncover the differences between the (A) impersonal management, based in rules and hierarchy and the (B) personal management, where human beings are the most important thing as well as outline the unique objectives of the employees, which can become integrated in the organizations business development. Keep in mind, this subject is not oriented only for future HR professionals.

This subject is also for future managers who want to be "true leaders" within their organizations. We will be bringing examples of modern leadership to class in order for you to see the difference between being a boss and being a true leader. Being a true leader is someone who has the ability to inspire and motivate the people to achieve their very best and have a real concern with their individual needs.

We must remain open -minded to analyse key values like honesty, integrity, respect and humility. These traits are going to help us reinforce our personality and the courage that we will need to achieve our future personal goals.

PRIOR KNOWLEDGE

- Economic kwoledge that you have learned in the university.
- Subjects related with Hotels and Restaurants management.
- Social trends in the XXI century.
- And be open minded and ready to find yourself.

COURSE SYLLABUS

- 1-HR Introduction
 - “People” as key factor
 - Role and contribution of HR- HR department structure
- 2-Recruitment:
 - Identify a vacancy and evaluate need

- Create a job description
- Develop a recruitment plan
- The CV, cover letter and summary of best skills
- Conduct an interview- Evaluate a candidate
- Finish the process- On boarding

3-Training Process:

- Training strategy
- Training plan
- E- Learning
- Gamification
- Work place training
- Training evaluation

4-Compensation Strategy and Collective Negotiation

- Review the business environment (Competitors)
- Business goals & key roles
- Base salary, individual bonus & company/department bonus
- Flexible benefits plan
- Unions and employee representation
- Collective negotiation
- Build "Competitive Advantages"

5-People Development

- Talent branding
- Career plan (EVP & EP)
- Performance management
- Coaching & Mentoring
- Job environment
- Talent engagement (retention)

6-Workforce Strategy

- Workforce planning: Critical roles & skills
- Demographic diversity & generational mix
- Succession planning
- Workforce reduction & Dismissal process

7-HR´s Role within Business Strategy

- Understand your business and external environment
- Internal customer orientation
- Communication strategy
- HR Analytics: Metrics & Information systems
- SCR & company image- Business mentality

EDUCATION ACTIVITIES

MASTERCLASS PARTICIPATORY: Unlike the classic lecture , in which the weight of teaching lies with the teacher, in participatory lecture we want the student to go from passive to active, promoting their participation. This requires that teachers have a good structure of content, have clarity and be able to keep the attention and interest of their students.

SELF-EMPLOYMENT: In this approach the student takes the initiative with or without the help of others (teachers, peers , tutors, mentors) . The student should diagnose their learning needs, formulate learning goals, identify the resources you need to learn, choose and implement appropriate learning strategies and evaluates the results of their learning. The teacher becomes the guide, the facilitator and a source of information that assists in selfemployment. This methodology will be of particular interest to the development of skills related to research.

SMALL GROUP WORK COOPERATIVE : The number of students in our university allows us to schedule group work in small groups. Slavin defines cooperative work as " instructional strategies for the students are divided into small groups and are evaluated as group productivity ", creating both individual responsibility and positive interdependence based on professional teamwork.

LEARNING PROBLEM SOLVING: The teacher proposes a problem that has not been given prior specific training, working individually or in groups in the classroom or through a virtual mode, and then will be worked individually by the student.

TUTORIAL SYSTEM ACTION: Includes interviews, group discussions, self-reports and monitoring report tutorials.

RESEARCH: Finding information from various sources and documents , analysis and synthesis of data and

development.

The methodology will be based in participative classes where we will discuss how to improve people management with exercises and presentations that help us to develop our own skills. Be ready to work in many areas, some connected with the traditional concepts of HR, but others focused on reinforcing your personal skills and management abilities like:

- Your-self knowledge- Your self confidence
- Communication abilities
- Teamwork skills
- The power of "Positive Influence"
- Management by Example (instead of rules and hierarchy) - How to be a "True Leader"

In order to reinforce our classes with real examples we will introduce you to some professionals with a broad range of experiences in various business environments. They will share with us their knowledge, expectations and ideas not only about HR but their vision of a modern company.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours
Class lecture time 40h Professional Guest Class Lecture Time 8h Professor office hours 8h Exams 4h	Team work 30h Individual Work 20h Research and class preparation 15h Lectures and critical analysis of readings 15h UFV Virtual classes 10h

SKILLS

Basic Skills

Students must have demonstrated knowledge and understanding in an area of study that is founded on general secondary education. Moreover, the area of study is typically at a level that includes certain aspects implying knowledge at the forefront of its field of study, albeit supported by advanced textbooks

Students must be able to apply their knowledge to their work or vocation in a professional manner and possess skills that can typically be demonstrated by coming up with and sustaining arguments and solving problems within their field of study

Students must have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgments that include reflections on pertinent social, scientific or ethical issues

Students must be able to convey information, ideas, problems and solutions to both an expert and non-expert audience

Students must have developed the learning skills needed to undertake further study with a high degree of independence

General Skills

To understand the different forms of leadership that an individual may possess and commit to the development of personal skills: temperament, character and personality.

To adopt a personal and institutional ethical commitment in the workplace.

To develop professional skills such as humility in the workplace, consistency in practice, tidiness and discipline, objective self-criticism and the spirit of achievement.

To recognise the importance of the social and environment elements of one's professional and business activity and of the need for a professional code of ethics.

To assume and be familiar with the principles of performing management duties at department, project and company level in the hotel and catering sectors.

To be able to apply the theory and knowledge acquired to real situations and practical actions.

Specific skills

To be able to interpret the financial statements of the company and to assess and manage costs as decision-making tools.

To know and apply labour-related regulations and law relating to the sector.

To apply advanced management and career development techniques.

To always consider the customer as the raison d'être of the company.

To develop inter-personal and group communication skills and understand the process of their application in the company and among its workforce, in general and functional management, departments and projects in the sector.

To understand the workings of the company as an organisation that creates, makes efforts and creates value for its stakeholders, always being aware of the importance of the social and environmental dimensions of its activity.

To be familiar with and know how to inter-relate all functional areas of the company.

LEARNING RESULTS

Prepare for an interview: We are going to work in our CVs and how to prepare an interview.

How to interview job candidates: We will explore some techniques and interviews styles and we will make some group dynamics in class.

Develop an effective training strategy: We will analyze the new trends and tendencies and we will have a Gamification experience in class.

Improve people capacity: We will see examples of how to improve the personal and professional abilities of the people.

Create a compensation plan: We will evaluate what are the compensation trends in the most successful companies where salary is only a part of the full package.

Understand the role of the Unions: We are going to study the implementation of the Collective bargaining in KFC.

How to negotiate: We will see the difference between a win-lose and a win-win technique.

Create a great workplace: We will see how to create a great job environment and what are the key factors.

Employee motivation: As an employee, what are you looking for? What motivates you? What makes you happy? What makes you proud? We will answer these questions in class.

Understand the workforce planification: the workforce strategy must be aligned with the present and future needs of the company and all the areas of HR must be coordinated by these needs.

The dismissal process: We will see how to manage this process in the best possible way.

Improve your strategic thinking: This is going to be one of the biggest challenge of the subject and we will work in this topic almost everyday.

LEARNING APPRAISAL SYSTEM

The assessment of student learning must objectively establish the results of the student learning process in relation to the subject. The criteria used in the assessment must relate to various media and apply to the process of student learning and adequately cover the various facets of the learning process: both must use distinct methodologies in the field and in the classroom.

1- Students of first enrollment

- Exams: 40%
- Group Work: 20%
- Individual Work: 20%
- Daily Activities and Exercises: 10%
- Assistance and Participation: 10%

To succeed and pass the subject the student will need to get more than a 5 for both; theory and practice. The student will never be allowed to pass the subject just by being successful in one exam.

2- Academic exemption or dispensation

The students that for a justified reason (health problems or any other important matter) and always with the agreement and the approval of the academic director cannot attend the programmed scheduled lessons will be marked just with the written theoretical exam and an individual work. In this case the written exam will count 50% and the individual work another 50%.

3- Students of second or subsequent enrollments The students of second or subsequent enrollments will have the two options mentioned before, it is mandatory to communicate the professor at the beginning of the semester The student will not be able to pass the subject with just one assessment.

4- Extraordinary examinations. In this case the assessment criteria will be marked just with the written theoretical exam and an individual work. In this case the written exam will count 50% and the individual work another 50%.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

Emotional Intelligence: Why it can matter more than IQ. Daniel Goleman. Bantam (June 12, 1996). Language: English

First, Break All The Rules: What The Worlds Greatest Managers Do Differently by Marcus Buckingham & Curt Coffman
Publisher: Gallup Press; Abridged edition (November 1, 2000) Language: English

Additional

Filmography: Joy (2015 - USA - 124 min)

Filmography: Whiplash (USA - 2014 - 103 min)

Filmography: The company men (USA - 2010 - 109 min)